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### Entry-Level to Leader

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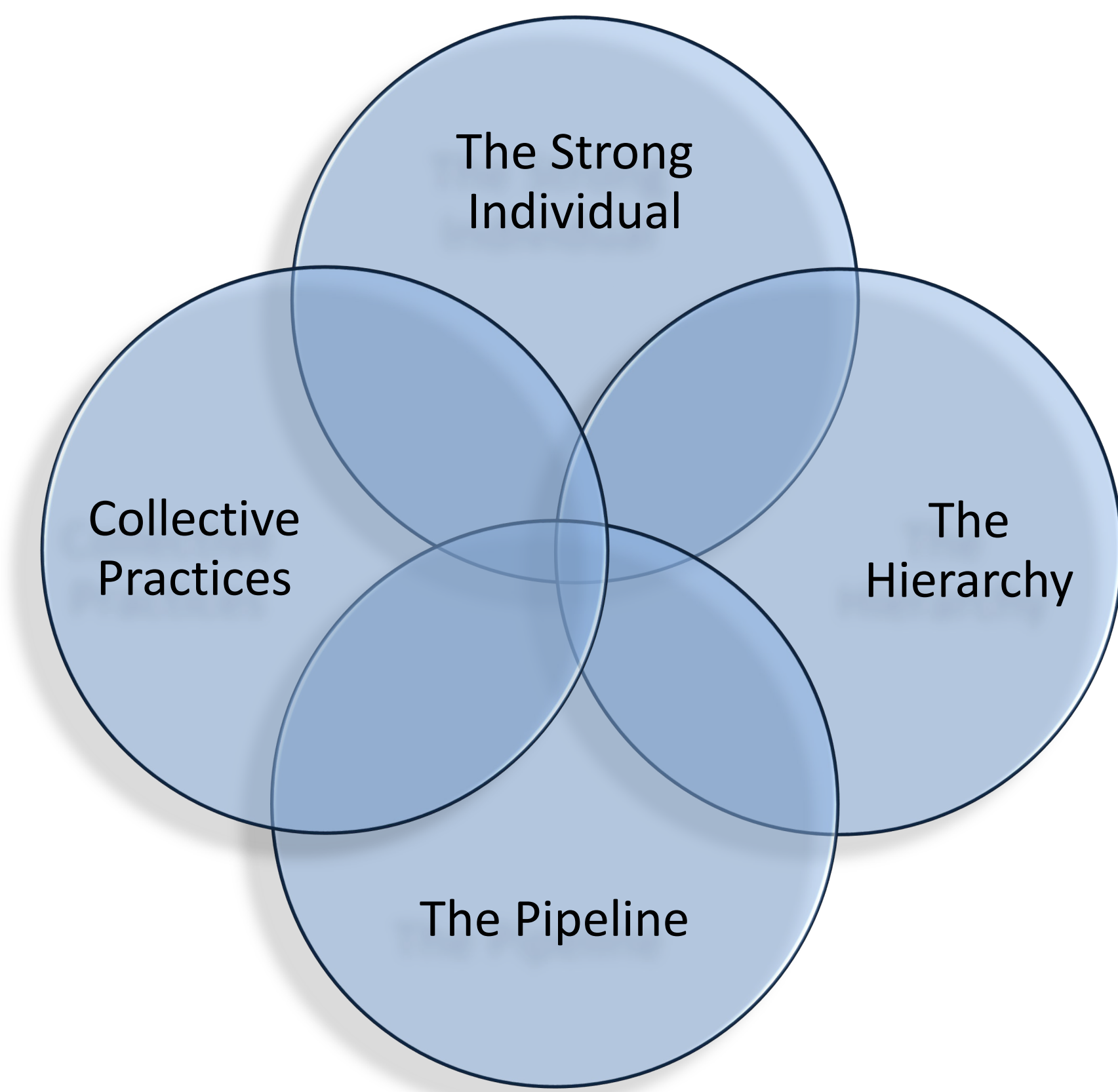


# Entry-Level to Leader

Jeannie Black | Center for Teaching Excellence | August 31, 2018

## Introduction

This poster explores the concept of building leadership skills in progression from entry-level to leader-level. Each person starts at the entry-level (beginning) and continues building their skillset which sometimes results in a manager or leader. Day (2006) said there are four leadership models: the strong individual, the hierarchy, the pipeline, and collective practices. Day (2000) also noted that there is a difference between leader development and leadership development. Leader development focused on individual while leadership development focused on social capital.

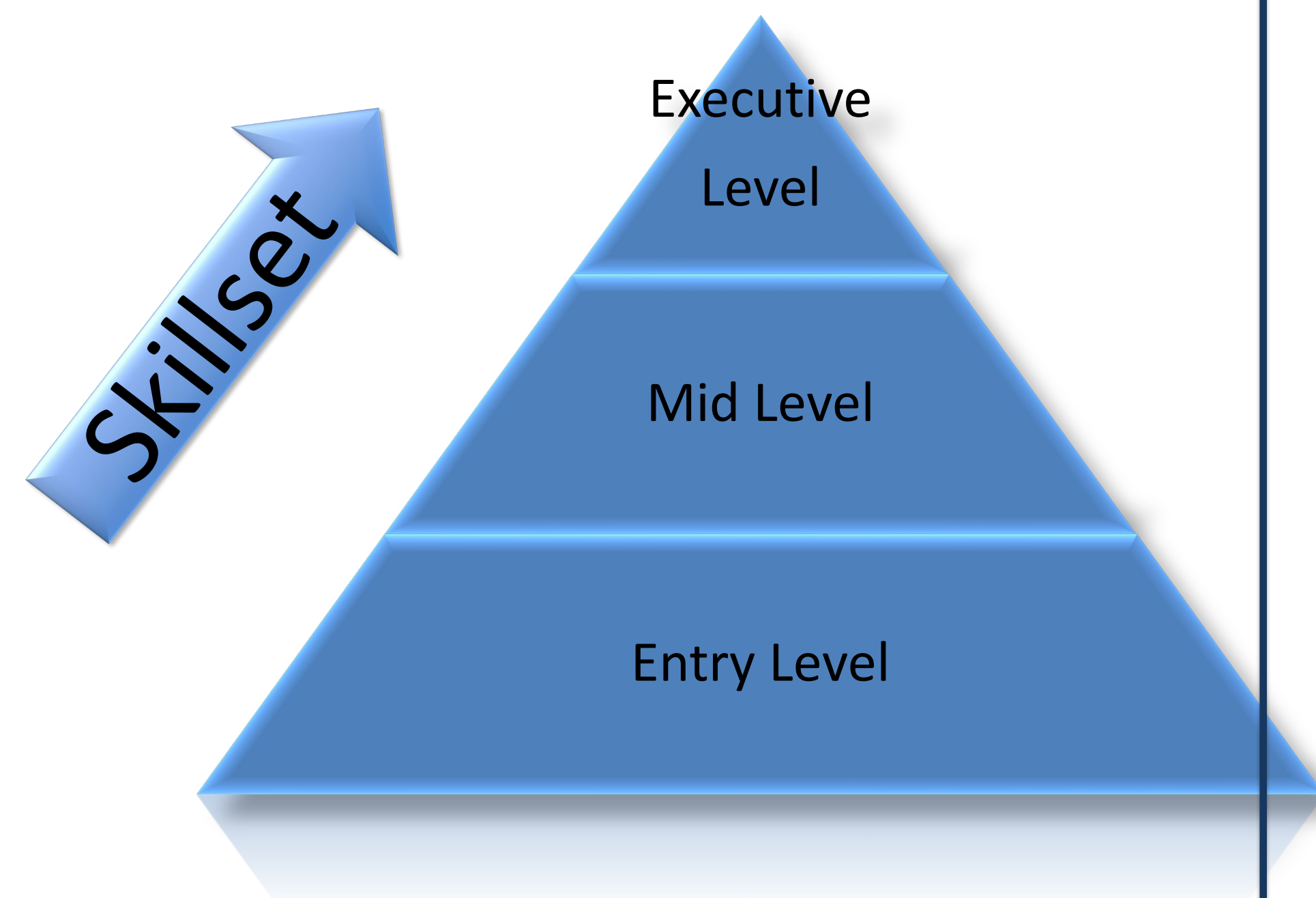


## What is Leadership?

Vroom and Jago (2007) defined leadership as a process to influence and motivate individuals or groups towards a common goal. There are several leadership styles such as transformational, servant, charismatic, and transactional.

## Entry Level – the Beginning

- In entry-level employment basic competencies and generic knowledge and skills are expected (Lim, Lee, Yap, Ling (2016).
- Employers seek a mix of cognitive skills and employability traits but have found a severe deficit in employability traits or soft skills such as timeliness, motivation, perseverance, and self control (Hickox, 2015).



## Skills to become a leader?

- The CEO for General Electric (GE) spends 30% of his time on leadership development (Hansen, 2008).
- Day (2000) found that leader development focused on the skills related to human capital: self-awareness, self-regulation, and self-motivation.
- Day (2000) also found that leadership development focused on skills related to social capital such as reciprocal obligations and commitments built on trust and respect.
- 360-degree feedback, executive coaching, mentoring, networking, job assignment, and action learning are beneficial for leadership development (Day, 2000).

## Discussion

- McDonough (2017) found that the assumption that external candidates would have the necessary skills based on experience while internal candidates would show the skills by demonstration that when compared reflected a leadership skill gap
- There is a difference in skillset from being a manager and being a leader (Stein, 2016).
- “Management is about coping with complexity...Leadership, by contrast, is about coping with change” (Stein, 2016).
- Buchanan and Huczynski (2004) reflected the difference in manager and leader functions as:

	Leadership functions	Management functions
Creating an agenda	Establishing direction: Vision of the future, develop strategies for change to achieve goals	Plans and budgets: Decide action plans and timetables, allocate resources
Developing people	Aligning people: Communicate vision and strategy, influence creation of teams which accept validity of goals	Organizing and staffing: Decide structure and allocate staff, develop policies, procedures, and monitoring
Execution	Motivating & Inspiring: Energize people to overcome obstacles, satisfy human needs	Controlling, problem solving: Monitor results against plan and take corrective action
Outcomes	Produces positive and sometimes dramatic change	Produces order, consistency, and predictability

- Entry level is just the beginning, but as skillsets improve and knowledge of self occurs, self-development and motivation will transform the needs of the individual worker to hopefully learn management skills but for select individuals leadership is the goal.

## Findings

- “Management is about coping with complexity...Leadership, by contrast, is about coping with change” (Stein, 2016).
- The emergence of a younger group of employees who want to move up to be influencers and leaders from entry-level positions is growing based on the number of millennials and xennials coming into the workforce. By 2020, the millennial generation will make up over 50% of the workforce (Barbuto & Gottfredson, 2016).
- Bolden (2004) identified the following differences and traits between a leader and someone with leadership skills:

Leader	Leadership
Driven by characteristics	Driven by abilities
<ul style="list-style-type: none"><li>• Strong drive for responsibility</li><li>• Task oriented</li><li>• Self confident</li><li>• Faces problems full on</li><li>• Vigorous and energetic</li></ul>	<ul style="list-style-type: none"><li>• Vision</li><li>• Provides direction</li><li>• Resolves problems</li><li>• Good people manager</li><li>• Effective decision maker</li><li>• Good communicator</li><li>• Information gathering/processing</li><li>• Project management skills</li><li>• Proven business acumen</li><li>• Builds partnerships</li></ul>
Static	Adaptable and flexible

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